CALL TO DUTY
BOOTS ON THE GROUND

ORSA Proponency Office, PAED, G-8

ORSA Proponency Update

21 March 2007

Purpose/Agenda

Purpose: Provide a Operations Research Systems Analysis (ORSA) Proponency update on Functional Area (FA) 49 and how ORSAs are supporting the Operational Army

Agenda:

- Increased demand for operational ORSAs
  - Operational Experience
  - Division/Corps
- Training and Support
  - ORSA Education Update
- Requirements / Assignments / Profiles
- Impacts

- Manning Plan/ TRADOC issue

A Return to Our Roots

Putting the O Back in OR

1942

- OR began as a discipline during WW II
- The U.S. Navy established the Antisubmarine Warfare Operations Research Group (ASWORG). The group
  - developed tactics used in searching for submarines
  - devised plans for escorting convoys of ships
  - recommended the best depth setting for depth charges used against submarines

2006

- US Army ORSAs in Division and Corps structure
- ORSAs deployed in support of OIF / OEF
  - developing tactics used in searching for IEDs
  - devising plans for escorting convoys and convoy size
  - developing tools to forecast shifts from peace to conflict

Increased Demand for Operational ORSAs

Recent Analysis by Division ORSAs

- Enemy Pattern Analysis – modeling of IED data
- Baghdad – Efforts on Population
- Support Brigade – Asset optimization
- Division Engineer – Billeting optimization
- Combat Power Tracking and Analysis

Operational ORSAs = the Future

- Eleven deployed positions (OEF/OIF)
- FA49 Positions at Division/Corps levels
  - 1 x LTC, 2 x MAJ at ASCC
  - 1 x LTC, 2 x MAJ at each CORPS
  - 2 x MAJ at each Division
  - XVIII Corps is asking for ORSAs to support their deployment (prior to documentation of positions)
- 33% of ORSAs have Operational Experience Since 9/11/2001

	OPS POSN EXPERIENCE	ORSA POPULATION	PERCENT OPS EXP
COL	12	52	23.0%
LTC	45	192	23.4%
MAJ	68	214	31.7%
CAPT	48	57	84.2%
TOTAL	173	515	33.5%

5% of positions now Operational – grows to 10% by 2010

Data Source: DFAS Hostile Fire Pay Database (deployments > 60 days) As of Oct 2006

ORSA Operational Training and Support

Proposed "Apprentice" ORSA Functional Area Enrichment

CFD

ACS

	FA49 Time	PBDMD Support Time						

ORSA MAC

Q Course

Mandatory for FA49

YG94 & later

ILE

Mandatory Core

14 Weeks

Trained ORSA

ALMC

Establish ORSA identity at ALMC

1st Assignment

- **CBT OPS Analyst-TRAC**
- **Mil Analyst-DCD, ATEC**
- **OPS Analyst-USAREC**

2nd Assignment

- **Program Analyst -G8**
- **Mil Analyst - CAA, JCS**
- **Combat Ops Analyst – DIV**
- **ORSA – HRC, ATEC**

ORSA Education Update

- Comparison of highest ORSA related education levels within FA49

GRADE	BS	ORSA MAC	MS	PhD	Total
COL	0	2	28	22	52
LTC	0	6	157	29	192
MAJ	67*^	12	130	5	214
CPT(BQ)	51**	5	1	0	57
TOTAL	**118**	**25**	**316**	**56**	**515**

As of 31 Oct 2006; Data Source: HRC

***67 MAJS have not attended ORSA MAC**

^Several MAJs (in BS or ORSA MAC category) with Non OR-related advanced degrees

****Year Group 1999 newly career designated FA49 (Oct 2006) CPTs**

Currently have 13 MS and 2 PhD slots per year for FA49

- **Does not include USMA funded higher education**
- **Increased Army opportunities with retention initiatives**

Training and Support
Operational ORSA Path to Success

- Educate Div/Corps Staff on ORSA Capabilities
  - Include ORSA element into BCTP
  - Operational ORSA capabilities included in doctrinal manuals
  - Commander's Handbook to employing ORSAs under development
  - Email to all Division and Corps Chiefs of Staff identifying unique ORSA capabilities
- Assign the "right" ORSA to the job
  - Senior major with previous ORSA experience
- Educate the ORSAs assigned to the Division and Corps
  - Deployed Analyst Course (ORSA Operational Education Development)
  - Establish knowledge center on FA49 web page for Division ORSAs to share experience
  - Capture experience and products of previously deployed ORSAs
  - Operational ORSA handbook under development through CAA

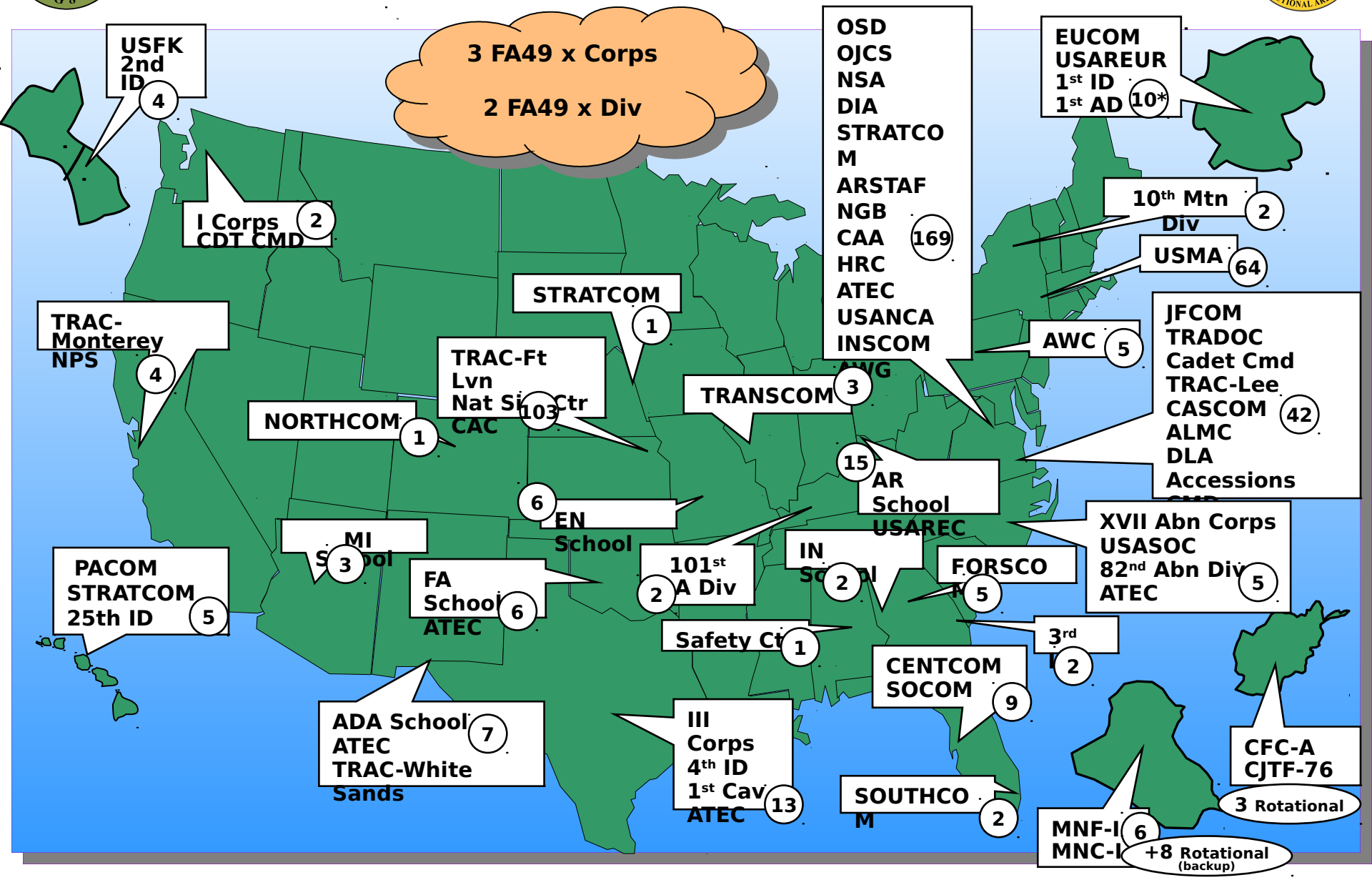
Deployment Survey/Toolkit

- Surveys
  - Analysts
    - Developed by CAA
    - Launched to ORSA officers to gain deployed analysts perspectives
    - Feedback will be used to shape the analytical future of FA49
  - Commanders
    - Under development to understand commander's analytical needs
- Under Review "Deployed Analyst (Tool-Kit) Course"
  - Focus on warfight needs
  - Intensive training or must-have skills
  - Provide software to analysts
  - Centrally funded
  - Informed by surveys

Goal: Provide deploying analysts the "right" intensive preparatory training

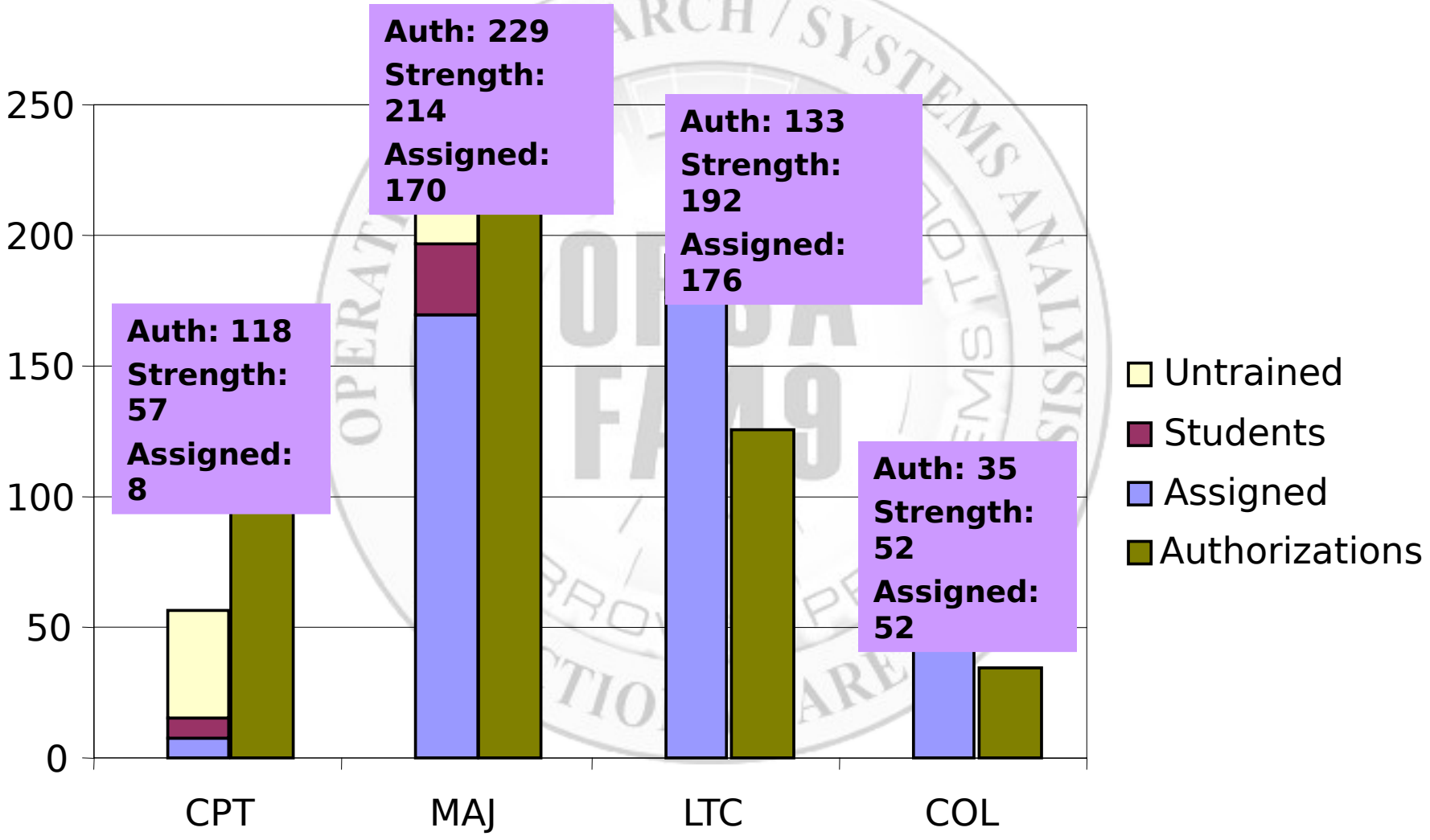
Requirements/ Assignments/ Profiles

FA49 Locations

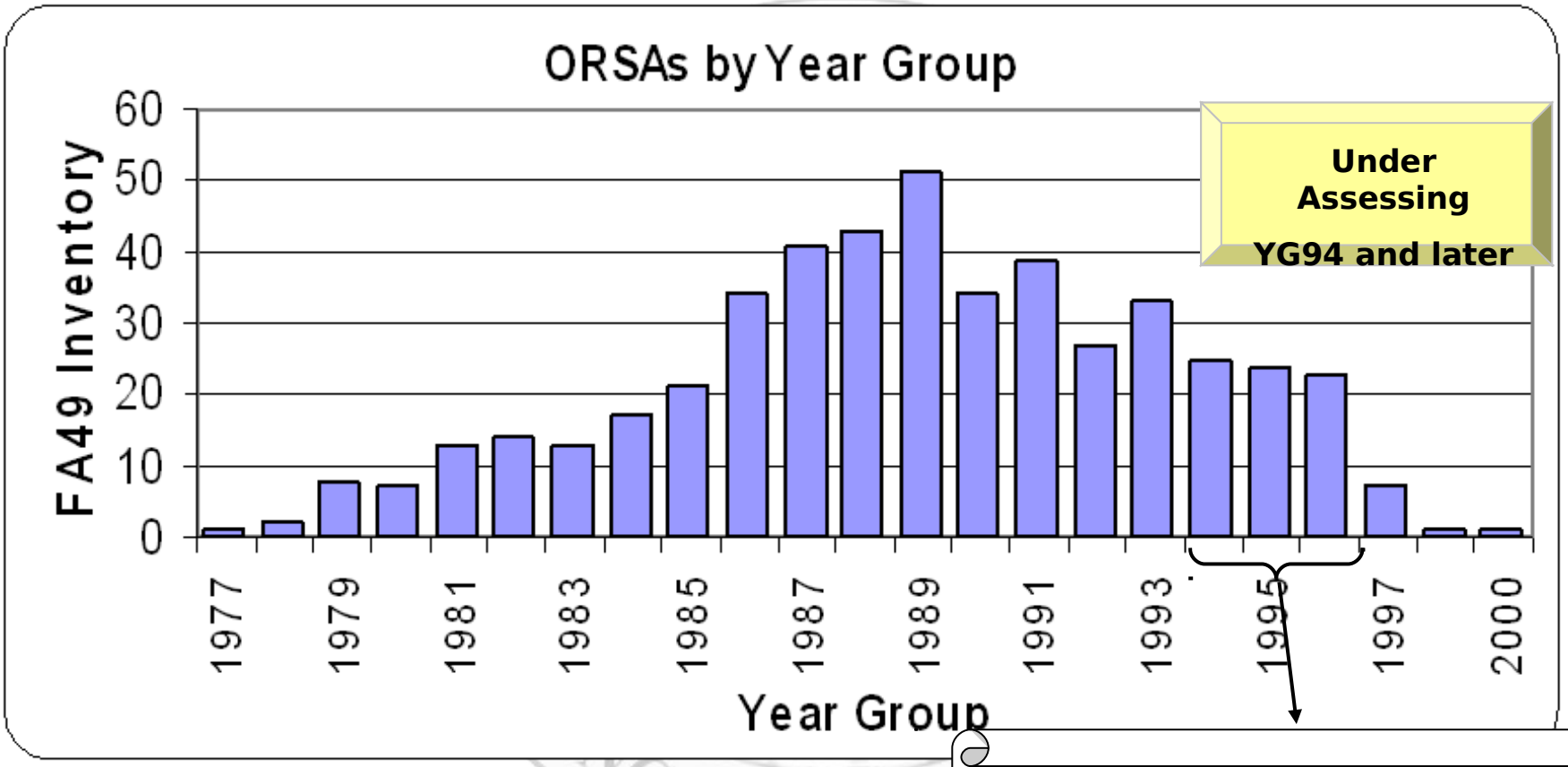


FA 49 Population as of 31 Oct 2006

(Does not include officers on retirement orders.)



Inventory Projection



- Functional Area now seeing effects of early 1990's drawdown
- Competing with growth in Basic Branch requirements
- AC officer accessions resized with YG 2000 and later

FA49 Proponency “Issues”

- Under-accessions
  - Long term viability of functional area
  - Overall face/space mismatch
- Mal-utilizations
  - Specific face/space mismatches felt by various organizations
- Extensions/Overstrengths
  - Exacerbates shortages (e.g. USMA --- ATEC)

Proponency w/ G1 and HRC are working continuously towards a ‘balanced’ solution

Impacts

- Number One priority is ORSA support to the operational Army and the GWOT.
- This will impact assignment patterns and fills
- ORSA population is short at Captain and Major levels and will continue to be short for several years
  - Shortage caused by growth in basic branch requirements
  - Risk accepted in Functional Areas
- 10% of ORSA positions will be coded for “dual-tracking” under OPMS design

As of 21 MAR 2007

FA 49 Manning Plan

HRC will not have summer cycle opened until mid- March

- **Deploying Units 100% (HRC GUIDANCE)**
- **Joint Staff, COCOMs, OSD 100%**
- **Army Staff and Agencies (HRC, CAA, etc.) 90-95%**
  - **G-1 (17 of 19) – 89%**
  - **G-3 (9 of 10) – 90%**
  - **G-8 (21 of 23) – 91%**
  - **CAA (25/26 of 28) – 89 – 93%**
  - **HRC (12/13 of 14) – 86 - 92%**
- **USMA – 100% +**
- **TRADOC**
  - **Manning the Force Units – 75% (CADET CMD,USAREC,ACCESSIONS CMD & MEPCOM)**
  - **TRAC-75%**
  - **All remaining – 40% (SCHOOLS, HQ & ARCIC)**
- **STRATCOM – 75%**
- **Other Units – 0-50% (ATEC, ISC, Corps of Engineers)**
- **Some units with only 1-2 Auth will be at 100% (case by case)**

Some LTC billets will remain unfilled to fill higher priority MAJ billets and FA 49 cannot fill any DMOs.

Army Wide ORSA Fills

- Army currently filled to 78% of its authorizations for FA49 officers
- Number deceiving due to grade imbalances, specifically at O6 level
  - O6s currently at nearly 200% strength
- Taking O6s out, FA49 is filled to 73% of its total Army authorizations
- This number still not reflective of reality for most Army agencies due to requirements to fill certain units to 100% strength.

  - Units Division and Corps units, as well as Joint Staff, COCOM, OSD, and USMA.
  - This accounts for 137 of 483 FA49 O3 through O5 authorizations.
- Removing these 137 spaces AND faces from the equation, the REST of the Army is now fillable to only 62% of total authorizations.
- The functional area will continue to operate at (or below) this level for the immediate future.
- Every command within the Army will have ORSA shortages, to include the Army staff.
- Glimmer of light on the horizon. In the past 8 months, FA49 has accessed 3 year groups. We now have a pool 68 newly designated ORSAs to be trained.

TRADOC ORSAs

Title	03	04	05	06	Total Authorizations	Projected Total OH Summer 07	Projected % Fill
US ARMY TRAINING AND DOCTRINE COMMAND HQ	1	3	1	1	6	3	50%
US ARMY TRAINING AND DOCTRINE COMMAND ANALYSIS CENTER	43	40	14	3	105	81	77%
U S ARMY RECRUITING COMMAND	6	6	1	0	13	8	62%
US ARMY CADET COMMAND	8	2	1	0	11	6	55%
U.S. ARMY ACCESSIONS COMMAND	0	7	2	2	11	8	73%
HQ UNITED STATES MILITARY ENTRANCE PROCESSING COMM	0	1	0	0	1	1	100%
US ARMY CAPABILITIES INTEGRATION CENTER (FT MONROE)	2	5	3	1	11	7	64%
U S ARMY WAR COLLEGE	0	2	1	2	5	4	80%
US ARMY COMBINED ARMS CENTER AND FT LEAVENWORTH	0	2	1	0	3	2	67%
SCHOOLS	5	17	6	0	28	10	36%
US ARMY MANEUVER SUPPORT CENTER AND FT LEONARD WOOD	1	5	0	0	6		
US ARMY AIR DEFENSE ARTILLERY SCHOOL	1	3	2	0	6		
US ARMY INTELLIGENCE CENTER AND FORT HUACHUCA	2	1	0	0	3		
US ARMY INFANTRY SCHOOL	0	1	1	0	2		
US ARMY FIELD ARTILLERY CENTER SCHOOL AND FORT SIL	0	4	1	0	5		
US ARMY LOGISTICS MANAGEMENT COLLEGE	0	1	2	0	3		
US ARMY COMBINED ARMS SUPPORT COMMAND AND FORT LEE	1	1	0	0	2		
W3E9 US ARMY TNG SPT CNTR	0	1	0	0	1		
TOTAL	**65**	**85**	**30**	**9**	**194**	**130**	**67%**

Future

- Tremendous opportunities for operational ORSAs to have a significant impact on mission success

- ORSA identity at ALMC
  - Work to assign ORSA mentor
  - Focus on Warfighters/Warfighters' Needs
  - Continuing Education Program

- Outreach/Communication (WebPage)

- Integration with OPMS initiatives

- Operational ORSA education and development

ORSA Cell / Staff / Main (3-Star Corps)

Corps 2.1 Design

PLANS/G5 CELL

06	02A00	ACOS G-5 (SAMS Tier II, ASAP)	1
05	03A00	Deputy ACOS G-5/Planner (SAMS)	1
04	59A00	PLANS OFFICER (SAMS)	1
04	**49A00**	**ANALYSIS OFF**	**2**
05	50A00	FORCE MGT OFF	

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Corps 3.0 Design

ORSA CELL/STAFF/MAIN

OFF	WO	EN	
3	0	0	3

05	**49A00**	**ANALYSIS OFF**	**1**
04	**49A00**	**ANALYSIS OFF**	**2**

Per CG TRADOC Guidance:

- **Created ORSA Cell as Special Staff Section under the Chief of Staff**
- **Added 1 x 05 from FUOPS (originally 04)**
- **Moved 2 x O4 (FA49s) from G5 Plans to ORSA Cell**

- **Duty description change**

Corps 3.2 Design

ORSA CELL/STAFF/MAIN

OFF	WO	EN	
3	0	0	3

05	**49A00**	**CHIEF OPS RESEARCH ANALYST**	**1**
04	**49A00**	**OPS RESEARCH ANALYST**	

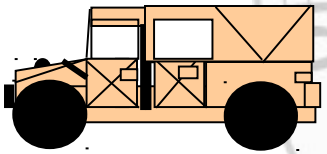
ORSA Cell / Staff / Main (3-Star Corps)

MAIN

ORSA CELL/STAFF/MAIN

OFF	WO	EN
3	0	0

05 1	49A00	CHIEF OPS RESEARCH ANALYST
04 2	49A00	OPS RESEARCH ANALYST



MAJOR EQUIPMENT (TENTATIVE)

1X HMWMMV w/ SECURE RADIO
3X LAPTOPS
1X PRINTER

FUNCTIONS:

- **Commander/CofS's special staff advisor on analyses to support decision needs.**
  Conduct analysis in support of Corps operations, across Corps staff elements and forces employed.
  Manage, analyze and visualize data.
  - **Statistical software.**
  - **Geospatial software.**
  - **Spreadsheet and graphic software.**

  Develop customized tools for staff elements.
  Provide quality control capability.
  Support course of action analyses and operations planning.
- **Conduct assessments to determine effectiveness of operation.**
  - **Identify, develop, and analyze metrics.**
  - **Develop, administer and analyze surveys.**
- **Conduct analyses to support the decision making process across all elements of the corps staff. Types of analyses include, but are not limited to:**
  - **trend identification and analysis.**
  - **resource allocation, scheduling and optimization.**
  - **force/equipment flow and transition.**
  - **troop to task analysis.**
  - **sustainment distribution and maintenance operations.**
  - **assist in JIPB (Joint Intelligence Preparation of the Battlespace).**